PUBLIC MANAGEMENT

1957

VOLUME XXXIX

The Monthly Journal of the
INTERNATIONAL CITY MANAGERS' ASSOCIATION
1313 East 60th Street • Chicago 37 • Illinois

PUBLIC MANAGEMENT INDEX

VOLUME XXXIX, 1957

The nature of each entry in this index is identified by the following symbols: (A) original articles; (N) news articles in section on News of the Month; (C) short items in section on What American Cities Are Doing; (D) articles abstracted in section titled Management Digest. Each entry shows, in the following order, the author, title, page reference, and nature of the item. Following the subject matter index is an author index.

The page numbers of the 12 issues for the 1957 volume are as follows:

January	1–24	July	145–168
February	25–48	August	169–192
March	49–72	September	193–220
April	73–96	October	221–244
May	97–120	November	245–272
June	121–144	December	273–302

Administration

Davy, Thomas J., The administrative policy-making officer, 253–257A; Issues revenue manual, 43C; Rejects identical bids, 111C; Three international meetings scheduled for 1957, 38–39N. *See also* City Managers, Management, Organization.

Annexation

Adopts annexation fee of $2,000 per acre, 86N; Annexation and incorporation, 68C; Annexations in 1956 establish new record, 156N; Esser, George H., Jr., The economic aspects of annexation, 179–183A, 202–205A; Expenses in annexed area, 214C; New annexation doubles city limits, 287N; Recent annexation developments, 238C; Service costs allocated for city and suburbs, 40N; Study finds that annexation can be fiscally sound, 110N. *See also* Metropolitan Area.

Assessment

Assessment and finance news, 236C; Recognized certified assessors, 160C; Rules full value assessments, 212C.

Bonds

Bond issues passed, 114C; Bond ratings, votes on issues, 66C; Cities issue bond prospectuses, 291C; Ellinwood, David M., Factors in municipal bond ratings, 74–77A; Esser, Charles A., Voters approve multimillion dollar bond program, 156–157N; Establishes committee for municipal bonds, 287N; Favorable bond prices, 87C; Hegel, Robert L., Bond issue fails despite citizen campaign, 107N; Negotiated sale of bonds, 161C.

Budgets

Budgets stress analysis and interpretation, 39N; Recent annual budgets, 17C, 90C; Surveys capital budget practices, 161C.

Buildings

Dedicates new city hall, 139C; New municipal buildings, 237–238C.

Census Reports

Census shows school districts down, special districts up, 106N; City employment and payrolls rise in 1956, 86N.

Citizen Committees

Ball, Homer, Flower box program now in third year, 83–84N; Capital improvement committee, 87C; City increases social services, 113C; Clean literature recommendations, 15C; Establishes development committee, 162–163C; Handbook for citizen boards, 111C; Hirst, Julian F., Commission on human values submits recommendations, 59N; Informs on civil rights, 88C; Intensive citizen campaign precedes bond election, 63–64N; Thompson, Wayne E., District councils organized for civic participation, 108N.

City Managers

City managers hold 43rd annual conference, 258N; Davy, Thomas J., The administrative policy-making officer, 253–257A; ICMA conference to consider horizons in management, 231N; Issues three publications on city managers, 64N; Issues two reports on city manager profession, 262N; Keane, Mark E., A look at ourselves as managers, 277–279A; Lukens, Matthias E., What's ahead in management, 283–285A; Sharp, F. W., Conserving the city manager's health, 194–199A; Stauffacher, Charles, What city managers can learn from business, 280–282A; Wagner, Donald C., Management's social responsibility, 274–276A.

Civil Defense

Civil defense news, 187C; CD organization and training, 238C; Civil defense training, 111C; Eye, Ralph F. W., Experiments with pick-up method for civil defense test, 231N; Holds civil defense exercise, 212C; Merges civil defenses units, 289C; O'Rourke, A. J., Civil defense organized with adults and juveniles, 107N.

Communications

Averill, Heman B., Installs public emergency telephone system, 184N; Begins mutual aid radio service, 266C; Home radio for police calls, 65C; Installs telephone-telegraph boxes, 139C; McNutt, Robert J., AMA petitions for municipal radio service, 84N; McNutt, Robert J., Municipal radio service approved by FCC, 157N; Police radio system to serve metropolitan area, 60N; Public emergency call boxes, 65C; Scott, W. J., Fire alarm boxes decline among Ontario cities, 9N.

Council-Manager Government

Bean, George E., Organized labor and the council-manager plan, 122–125A; Model charter provides for integrated county government, 13N; Posey, Rollin B., Views of an observer, 129–132A; Surveys city council practices, 265C; Zander, Arnold S., Views of a labor official, 126–129A. *See also* City Managers, Management.

Courts

Court orders full value property assessment, 134N; More court news, 18C; Personal interest voids rezoning, 214C; Recent court decisions, 16C, 90C, 138C, 291C; Rhyne, Charles S., City legal problems in 1956, 54–58A; Upholds density control, 69C; Void industrial development acts, 236–237C.

Cultural Activities

Artists and speakers, 41C; Cities go international, 44C.

Elections

No union representation, 163C.

Employee Relations

Adopts collective bargaining, 186C; Adopts hospitalization insurance, 239C; Adopts new leave regulations, 68C; Adopts variable annuities, 263C; Employees' ideas save money, 291C; Employee recognition programs, 266C; Honors for civic servitude, 214C; Issue employee handbooks, 113C; Recommends labor relations code for city employees, 210N; Rock, Eli, Suggestions offered for labor relations in public service, 164D; Sponsors annual employee picnic, 187C; Surveys municipal coffee breaks, 65C. *See also* Personnel, Training.

Equipment and Office Methods

Adopts new meat buying system, 162C; Computer center to locate in west, 18C; Develops purchasing manual, 289C; Inspection cut tire costs, 88C; Issues general services manual, 17C; Issues record control manual, 16C; Kiepper, Alan F., Standardizes transmissions for city cars, 261N; Mileage life of tires, 163C; Office management methods, 113C; Office space requirements, 115C; Police car rentals, 43C; Simplifies purchasing procedures, 114C; Simplifies purchase procedures, 187C.

Federal Government

Connery, Robert H., and Richard H. Leach, Federal policy needed on urbanization, 292D; Symposium on federal highways, 264C.

Finance

Adopts auditorium and coliseum rate schedule, 209–210N; Bidding for banking services, 68C; City revenue and spending increase in 1956, 207–208N; City revenues, expenditures set record in 1956, 287N; Consolidates finance activities, 68C; Faist, Carl J., Short-term investment of idle funds, 77–81A; Finance developments, 88C; Governmental revenue and expenditure up in 1956, 232N; Heller, Walter W., The challenge of state and local government finances, 292D; Problems of inflation stressed at MFOA meeting, 185N; Raises cemetery charges, 139–140C; Recent economic trends, 158–159N; Recent finance news, 114C; Statistical method developed to estimate expenditures, 133N; Walker, Mabel, The impact of outlying shopping centers on central business districts, 170–174A. *See also* Bonds, Budgets, Taxation.

Fire

AMA requests national study of fire insurance gradings, 61N; Fire losses, fire safety awards, 67C; Fire losses to reach new high, 263–264C; Fire news, 290C; Gorby, Paul F., Job satisfactions for firefighters, 32–34A; Harrell, C. A., Fire prevention augmented by unit inspection program, 286N; Home fire inspections, 213C; To relocate fire stations, 138–139C; Uses fire service charge, 41C. *See also* Insurance.

Hospitals

Hospital clientele changes, 17C.

Insurance

Employee safety committee reduces insurance costs, 62N; Improve fire insurance ratings, 211C; Medley, E. W., Adopts comprehensive health and hospital insurance, 85–86N; Orman, J. M., Provides comprehensive insurance for city employees, 184–185N.

Integration

Begins fire-police integration, 140C; Castner, J. R., Approves integration of public safety forces, 62N; Creates integrated department of public safety, 59N; Gold, John M., Fire company reassigned to fire-police duties, 83N; Plans police-fire integration, 265C; Reports on fire-police service, 66C.

Intergovernmental relations

Avery, W. B., City-county cooperation to improve services, 108–109N; Establishes federal unit for intergovernmental relations, 36–37N; Governors confer on transfers of state-federal services, 259–260N; Kerstetter, John R., 1957 state legislation affecting cities, 226–230A, 246–250A; Passes local government bills, 91–92C.

Library

Issues new standards for library service, 39N.

Management

Adopts policy on private use of city property, 109–110N; Begins records storage program, 235C; Davis, Keith, Use of participation as a management method, 215D; Holds brainstorming session, 289C; Howell, Edwin S., The challenge of automation for cities, 147–150A; Josephs, Ray, How to gain an extra hour every day, 26–28A; Keane, Mark E., A look at ourselves as managers, 277–279A; Lukens, Matthias E., What's ahead in management, 283–285A; McNair, Malcolm P., Human relations in management can be overemphasized, 188D; McNayr, Irving G., Conserving managerial time, 2–4A; McSweeney, Edward, Management is an art, not a science, 188D; Matthews, Steve, Types of managerial leadership, 50–53A; Simplifies council meeting procedures, 42C; Stauffacher, Charles, What city managers can learn from business, 280–282A; Strong, Earl P., Training and delegation for management development, 240D; Urwick, Lyndall F., Organization factors that motivate executives, 267D; Wagner, Donald C., Management's social responsibility, 274–276A.

Metropolitan Areas

Act to establish metropolitan municipal corporations, 134–135N; City-county consolidation, 113C; $500,000 awarded for studies of metropolitan development, 136N; Issues report on need and plan for metropolitan government, 9N; Measures the cost of local services, 84–85N; Metropolitanism proposed for several areas, 233–234N; Recommends election to create metropolitan corporation, 288N; Toulmin, Harry T., First metropolitan government created, 151–153A; Zimmer, Basil G., and Hawley, Amos H., Preference of residents for the solution of fringe problems, 188D.

Municipal Government

All-american city awards made for civic accomplishment, 40N; Cities adopt statement of national municipal policy, 11N; Clearing house discontinues activities, 11N; ICMA publishes 1957 edition of municipal year book, 133N; Issues comprehensive reference on municipal law, 288N; New city charters, 237C; Passes home rule resolutions, 137C; Reese, Leslie J., True economy in government, 28–32A; Review status of special districts, 89C; Shaw, Kennedy, Favorable vote consolidates two Michigan cities, 12N; Voters approve consolidation of two Virginia cities, 234N.

Ordinances

Adopts swimming pool ordinance, 160C; City codification office, 214C; Codifies municipal ordinances, 137C; Eliminates one source of smog, 264C; Issues code of ordinances, 67C; Ordinances adopted, 87C; Ordinances recently adopted, 43C, 212–213C; Ordinances to regulate advertising, 138C; Provides for fair employment, 239C; Recent ordinances, 18–19C; Recent ordinances adopted, 138C; Recodifies ordinances, 239C; Regulates private ambulances, 139C; To protect political rights, 239C; Unusual features of ordinances, 16C.

Organization

Decentralizes staff services, 42C; Lawler, Frank H., Establishes consolidated department of in-

spection, 8N; Organization changes, 163C, 237C; Organizes for property control, 161C. *See also* Administration, Management.

Parking

No more free parking, 67C; Off-street parking, pro and con, 266C; Orr, Julian H., Holds forum and referendum on off-street parking, 37N; Parking news, 15C; To finance off-street parking, 239C; Value of parallel parking, 88C. *See also* Traffic.

Personnel

Evaluates job performance, 289C; Group oral interview used for police recruitment, 36N; Haklik, Harold Z., Induction program launched for new city employees, 38N; McManus, Robert H., How should the city attorney be selected, 4–7A; Mitchell, Wayne P., New methods of job analysis developed, 206N; Morris, Robert B., Extensive recruitment for public works man, 207N; Oral exams for attorneys, 186–187C; Orr, Julian H., Residence waived—better police and fire recruits, 233N; Perkins, John A., Ways to attract top men to government service, 164D; Personnel developments, 90–91C; Personnel news, 18C, 112C; Recent personnel developments, 43C, 67C; Recent personnel news, 161–162C, 211C; Residence waived—better police and fire recruits, 233N; Settling unused sick leave, 112C; Surveys fringe benefits, 162C. *See also* Employee Relations, Salaries, Training.

Planning

Campbell, O. W., A guide for transportation planning, 250–252A; Core plan features pedestrian, 66C; Establish planning departments, 113C; Maxwell, Thomas F., Master plan developed for civic center, 35N; Metropolitan planning developments, 137C; Nichol, Ridley T., Pedestrian mall proposed for central business district, 232–233N; Planning and urban renewal, 68C; Planning and zoning news, 114C; Planning from the grass roots, 186C; Planning news, 87C; Recent planning developments, 44–45C; To develop transportation plans, 235–236C; Turner, E. R., Creates shoppers mall by closing main street, 231–232N; What does industrial development mean, 110N.

Police

Chaplain counseling program, 14C; Check list for violations, 66C; Hot rod recommendations, 69C; IACP condemns drag strips, 16C; New police methods, 213C; Operates rehabilitation farm, 291C; Pedestrian safety program, 140C; Police and fire news, 162C; Police and traffic news, 67C; Police department reorganization, 15C; Sponsors firearms courses, 113C.

Public Health

Adjustment for mentally retarded, 290C; Public health developments, 237C; Venereal disease clinic closed, 87C.

Public Relations

Annual reports received in 1957, 63N; Backstrom, Frank H., United effort to place Hungarian refugees, 82–83N; Candidates tour the city, 91C; Cities issue informative leaflets, 238–239C; Cities issue leaflets, 264–265C; Cities issue PR leaflets, 15C; Cities receive PR awards, 14C; Cities report with leaflets and brochures, 12–13N; City hall newsletters, 112C; City reports with color slides, 91C; Film and radio reports, 263C; For the citizen, 88C; Guides for property owners, 44C; Leaflets and reports, 42C; Public relations leaflets, 213–214C; Public relations methods, 43–44C, 69C, 111C; Public relations program includes conducted tours, 211–212C; Publicizing ordinances, 41C; Smith, S. D., Conducts neighborhood forums for citizen information, 134N; Suggestions box radio program, 14C; Supplement shows civic progress, 66C; Surveys citizen attitudes, 89C; Twenty-two cities issue annual reports for 1956, 85N; Weekly news releases, 187C; Welcome for new citizens, 44C; Welcome to the city, 265–266C; Woods, Ray A., City and chamber of commerce join in bench advertising, 259N.

Public Works

Aid public works development, 17C; Do-it-yourself driveways, 137C; Heitsch, Robert D., Jr., Adopts long-term street improvement program, 156N; Issues planning guide for public works, 262N; Madsen, Ernest, Pays for public improvements on installment plan, 61–62N; Pay-as-you-go rejected for public improvements, 206–207N; Progress report on public works planning, 62–63N; Public works reserve fund, 289C. *See also* Refuse Disposal, Streets.

Publications

The pick of the month, 20, 46, 70, 93, 116, 141; City hall bookshelf, 165, 189, 216, 241, 268, 293.

Radio-TV

City provides TV reception, 160C; Licenses cable system for home movies on television, 157N; Radio and TV programs, 160–161C; Television news and uses, 18C; TV antenna not a public utility, 41C.

Recreation

Activities for senior citizens, 139C; Adopts recreation program, 89C; 11th year for community program, 187C; Preserving recreation areas, 211C; Recreation news, 17C; Recreation yearbook shows growth in community services, 13N; Surveys swimming pool control, 16C.

Refuse Disposal

Surveys refuse collection, 89C.

Regulatory Codes

Issues revised fire code, 44C; Municipal code adoptions, 41C.

Reporting

Eliminates publication of bills, 92C; Recent annual reports show varied styles, 10N; Special service reports, 111–112C; Survey of citizen attitudes, 212C. *See also* Public Relations, Radio-TV.

Salaries

Eley, Lynn W., and DeSantis, Ralph A., Do city councilmen want higher salaries, 215D; Intercity salary cooperation, 235C; Pearson, Sigfrid, Developing salary and wage plans, 153–155A; Salaries for city officials higher for 1957, 109N; Surveys engineering salaries, 65C. *See also* Personnel.

Subdivisions

Adopts subdivision regulations, 91C; Hancock, Austin P., Develops subdivision policies for outside projects, 8N; Subdivision news, 137C. *See also* Planning.

Taxation

Adopt municipal income tax, 137–138C, 263C; Adopt tax relief for urban transit, 235C; Projects property tax revenues, 112C; To measure future tax rates, 114C. *See also* Assessment, Finance.

Traffic

Babcock, W. F., An approach to solving traffic problems, 174–179A; Establishes traffic court, 87C; National safety council steps up traffic program, 261–262N; Small city traffic surveys, 89–90C; Urban expansion, traffic discussed at IULA meeting, 208–209N. *See also* Parking, Streets.

Training

Arrowsmith, Wallace G., Cities cooperate in municipal in-service training, 10N; Blitz, L. Franklin, Jr., Develops training program for public relations, 286N; City sponsors comprehensive in-service training, 39–40N; College training for employees, 160C; Deichman, Joseph T., Plans for fire training, research discussed at Memphis meetings, 82N; Establishes internship program for management development, 64N; Four-year police curriculum, 213C; Fulbright fellowships announced, 186C; Garmire, Bernard L., City provides three-phase training for policemen, 60N; Hanna, E. M., Police training includes psychological development, 208N; In-service training news, 19C; In-service training programs, 88C; McCurdy, Robert M., Conducts in-service training for management development, 36N; Morris, Theodore P., Developing a supervisory training program, 240D; Opposition to intern plan, 91C; PA training grants announced, 45C; Sponsors in-service training, 89C; Surveys internship program, 42C; Training for food handlers, 163C; Training in public relations, 90C; Traxler, Ralph N., Imagination—A key to employee development, 267D. *See also* Personnel.

Urban Renewal

Approaches to urban renewal, 238C; Conducts research on organization for urban renewal, 35N; Controls substandard dwellings, 115C; Decision aids slum clearance, 265C; Issues urban renewal guide, 112C; News on urban renewal, 290C; Orr, Julian H., The elimination of dilapidated dwellings, 199–201A; Sources to aid blight fight, 14C; Status of urban renewal, 186C; Surveys housing vacancies for relocation projects, 106–107N; Temple, T. Edward, Planning and programming for urban renewal, 98–102A; Urban renewal authorizations, 236C; Urban renewal plans, 45C; Urges integration of renewal with city government, 106N; Urie, John M., Organization and management for urban renewal, 102–105A. *See also* Housing Codes, Planning.

Utilities

Approve sewage plant bonds, 264C; City ownership of gas utilities, 290C; Federal sewage treatment grants, 65C; Hance, Robert M., Jr., Nuclear reactor planned for municipal electric plant, 258–259N; Larcom, Guy C., Jr., City-university agreements on utility services, 135N; Regulates sewage service, 161C; Utility acquisitions and charges, 236C.

Water

City acquires water distribution system, 109N; Irving, Ralph, adopts water extension and service policy, 11–12N; Miller, Richard D., Votes addition to municipal water supply, 135–136N; Pitkin, Francis A., Water, water everywhere, 222–225A.

Zoning

Adopts comprehensive zoning, 92C; Adopts comprehensive zoning ordinance, 209N; Adopts prezoning ordinance, 138C; Zoning protects industry, 14C. *See also* Planning.

AUTHOR INDEX, VOLUME XXXIX, 1957

Arrowsmith, Wallace G., 10
Averill, Heman B., 184
Avery, W. B., 108–109

Babcock, W. F., 174–179
Backstrom, Frank H., 82–83
Ball, Homer, 83–84
Bean, George E., 122–125
Blitz, L. Franklin, Jr., 286–287

Campbell, O. W., 250–252
Castner, J. R., 62
Connery, Robert H., 292

Davis, Keith, 215
Davy, Thomas J., 253–257
Deichman, Joseph T., 82
DeSantis, Ralph A., 215

Eley, Lynn, W., 215
Ellinwood, David M., 74–77
Esser, Charles A., 156–157
Esser, George H., Jr., 179–183, 202–205
Eye, Ralph F. W., 231

Faist, Carl J., 77–81

Garmire, Bernard L., 60
Gold, John M., 83
Gorby, Paul F., 32–34

Haklik, Harold Z., 38
Hance, Robert M., Jr., 258–259
Hancock, Austin P., 8
Hanna, E. M., 208
Harrell, C. A., 286
Hawley, Amos H., 188
Hegel, Robert L., 107
Heitsch, Robert D., Jr., 156
Heller, Walter W., 292
Hirst, Julian F., 59
Howell, Edwin S., 147–150

Irving, Ralph, 11–12

Josephs, Ray, 26–28

Keane, Mark E., 277–279
Kerstetter, John R., 226–230, 246–250
Kiepper, Alan F., 261

Larcom, Guy C., Jr., 135
Lawler, Frank H., 8
Leach, Richard H., 292
Lukens, Matthias E., 283–285

McCurdy, Robert M., 36
McManus, Robert H., 4–7
McNair, Malcolm P., 188
McNayr, Irving G., 2–4
McNutt, Robert J., 84, 157
McSweeney, Edward, 188
Madsen, Ernest, 61–62
Matthews, Steve, 50–53
Maxwell, Thomas F., 35
Medley, E. W., 85–86
Miller, Richard D., 135–136
Mitchell, Wayne P., 206
Morris, Robert B., 207
Morris, Theodore P., 240

Nichol, Ridley T., 232–233

Orman, J. M., 184–185
O'Rourke, A. J., 107
Orr, Julian H., 37, 199–201, 233

Pearson, Sigfrid, 153–155
Perkins, John A., 164
Pitkin, Francis A., 222–225
Posey, Rollin B., 129–132

Reese, Leslie, J., 28–32
Rhyne, Charles S., 54–58
Rock, Eli, 164

Scott, W. J., 9
Sharp, F. W., 194–199
Shaw, Kennedy, 12
Smith, S. D., 134
Stauffacher, Charles, 280–282
Strong, Earl P., 240

Temple, T. Edward, 98–102
Thompson, Wayne E., 108
Toulmin, Harry T., 151–153
Traxler, Ralph N., Jr., 267
Turner, E. R., 231–232

Uric, John M., 102–105
Urwick, Lyndall F., 267

Wagner, Donald C., 274–276
Walker, Mabel, 170–174
Woods, Ray A., 259

Zander, Arnold S., 126–129
Zimmer, Basil G., 188